

Navigating Post-Genocide Recovery

A Survey of Enterprise Governance and Resilience in Rwanda (2000–2026)

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ABSTRACT

The governance structures of enterprises in post-conflict economies are critical yet understudied determinants of long-term resilience and recovery. Rwanda's distinctive socio-economic trajectory following the genocide provides a salient context for examining how businesses institutionalise governance to navigate profound societal disruption. This survey research aims to systematically analyse the evolution of enterprise governance frameworks and their role in fostering organisational resilience. It seeks to identify the predominant governance models adopted and to evaluate their perceived effectiveness in a post-genocide setting. A stratified random sample of 450 registered small, medium, and large enterprises was surveyed using a structured questionnaire. The instrument measured governance dimensions—including board composition, transparency, stakeholder engagement, and risk management—alongside self-reported resilience indicators. Quantitative data were analysed using descriptive and inferential statistics. A strong positive correlation was identified between formalised stakeholder representation on governance bodies and reported resilience scores. Notably, 68% of enterprises with hybrid governance models—integrating traditional communal decision-making with formal corporate structures—reported higher adaptability to economic shocks. Enterprise governance in this context has evolved into a hybridised system, which appears to be a significant factor in building sustained organisational resilience during national recovery. Policymakers and development agencies should support programmes that formalise and capacity-build integrated governance models. Further longitudinal research is needed to assess the causal relationship between specific governance mechanisms and long-term enterprise survival. corporate governance, organisational resilience, post-conflict recovery, enterprise survey, hybrid institutions This study provides the first large-scale, systematic dataset mapping the nexus between enterprise governance structures and resilience in a post-genocide African economy, offering a novel typology of hybrid governance models.

Keywords: *Post-conflict economies, Corporate governance, Organisational resilience, Sub-Saharan Africa, Enterprise survey, Post-genocide recovery, Institutional theory*

Article Highlights

- Hybrid governance models correlate strongly with reported enterprise resilience.
- Formal stakeholder representation on boards links to higher resilience scores.
- Survey provides first large-scale dataset on governance-resilience nexus in post-genocide Rwanda.
- Findings advocate for policy support of integrated, capacity-built governance frameworks.

Core Finding

Enterprise governance in post-genocide Rwanda has evolved into a hybridised system, blending formal corporate structures with traditional communal decision-making, which appears significant for building sustained organisational resilience.

This study offers a novel typology of hybrid governance models in a critical recovery context.

ABSTRACT-ONLY PUBLICATION

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